GOVERNANCE BY POLICY MAKING

California State Council on Developmental Disabilities

March 25, 2015

Ed Holen

Outline:

1) Mission of DD Councils; A recap

2) Governance – Management

3) Governance by Policy Setting

4) Management

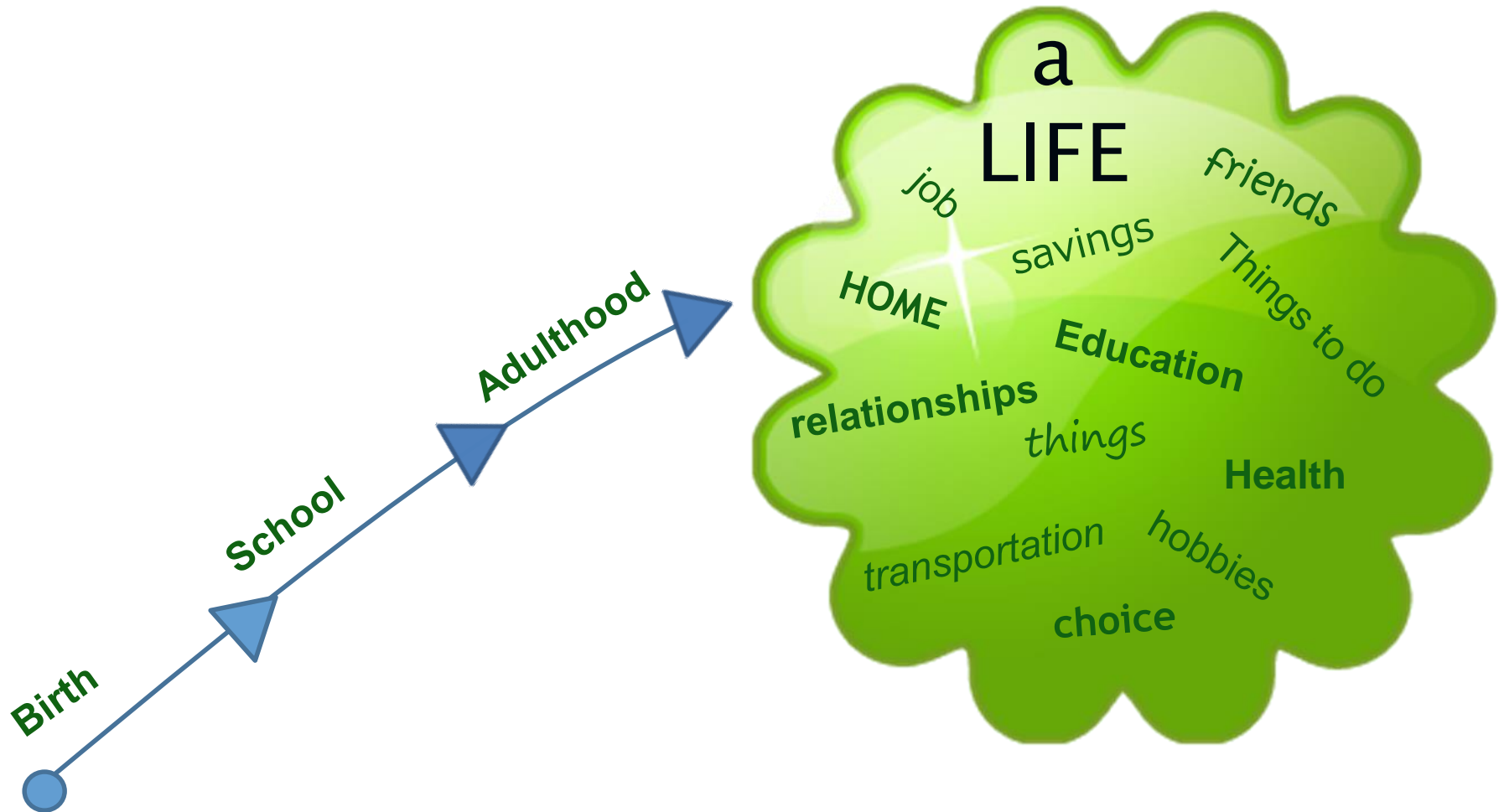5) Relationship between the two

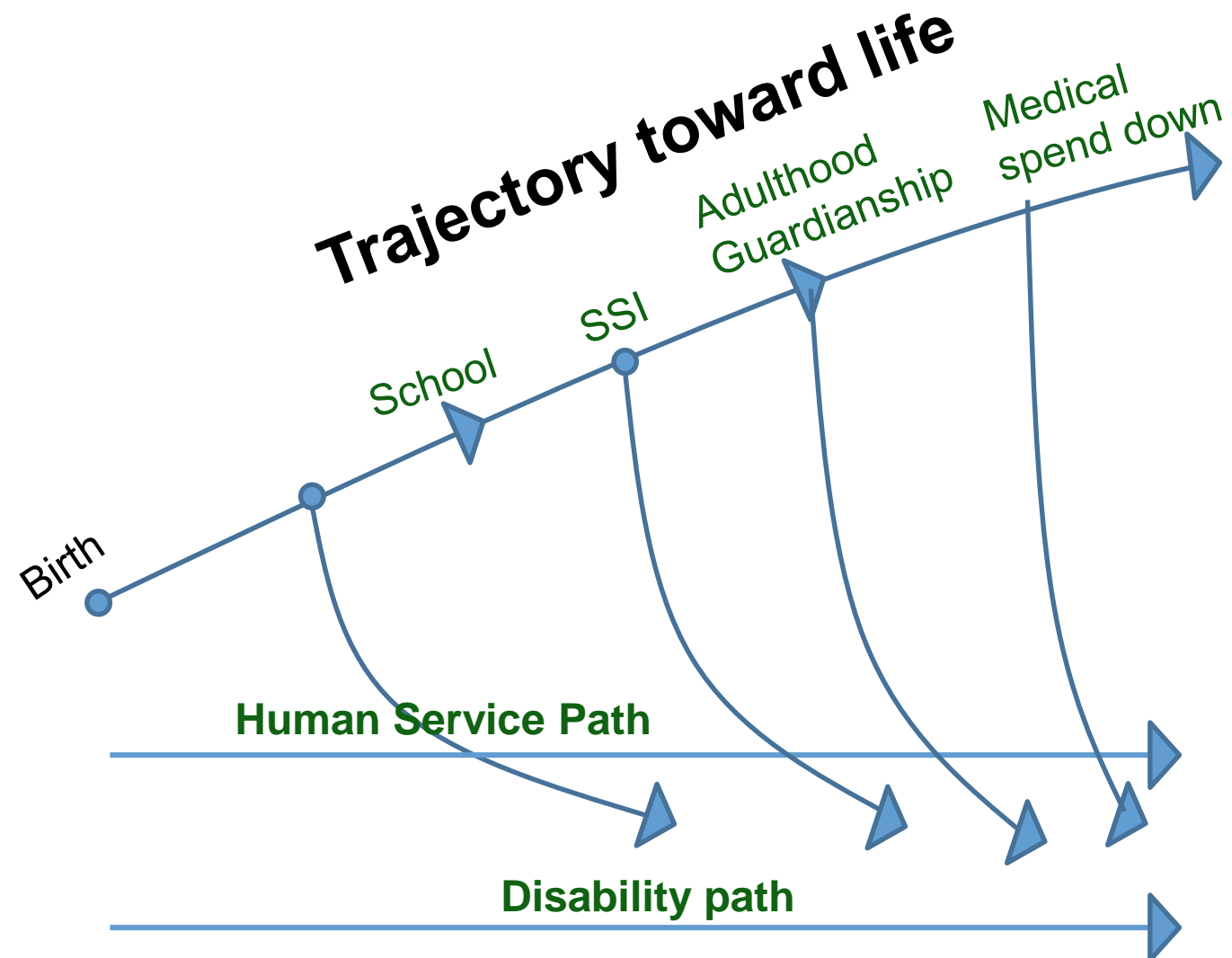# What are DD Councils all about?

Vision for People

a
Life

Disability is a Natural Part of Human Life

The presence of a disability does not diminish a person's rights nor opportunity to participate in life.

Trajectory toward life

Birth

School

Adulthood

a
LIFE

job

friends

savings

HOME

Things to do

Education

relationships

things

Health

transportation

hobbies

choice

Trajectory toward life

Birth

School

SSI

Adulthood
Guardianship

Medical
spend down

a
Life

Human Service Path

Disability path

LABELED
WORLD

Labeled World

- Poverty
- Special programs (living, jobs, education, recreation
- Depend upon public funding (bye, bye, choice)
- Isolation – even segregation
- Needs (what you don't have)

A
Life

Adulthood

School

Birth

Human Service Path

Disability path

LABELED
WORLD

SOUP
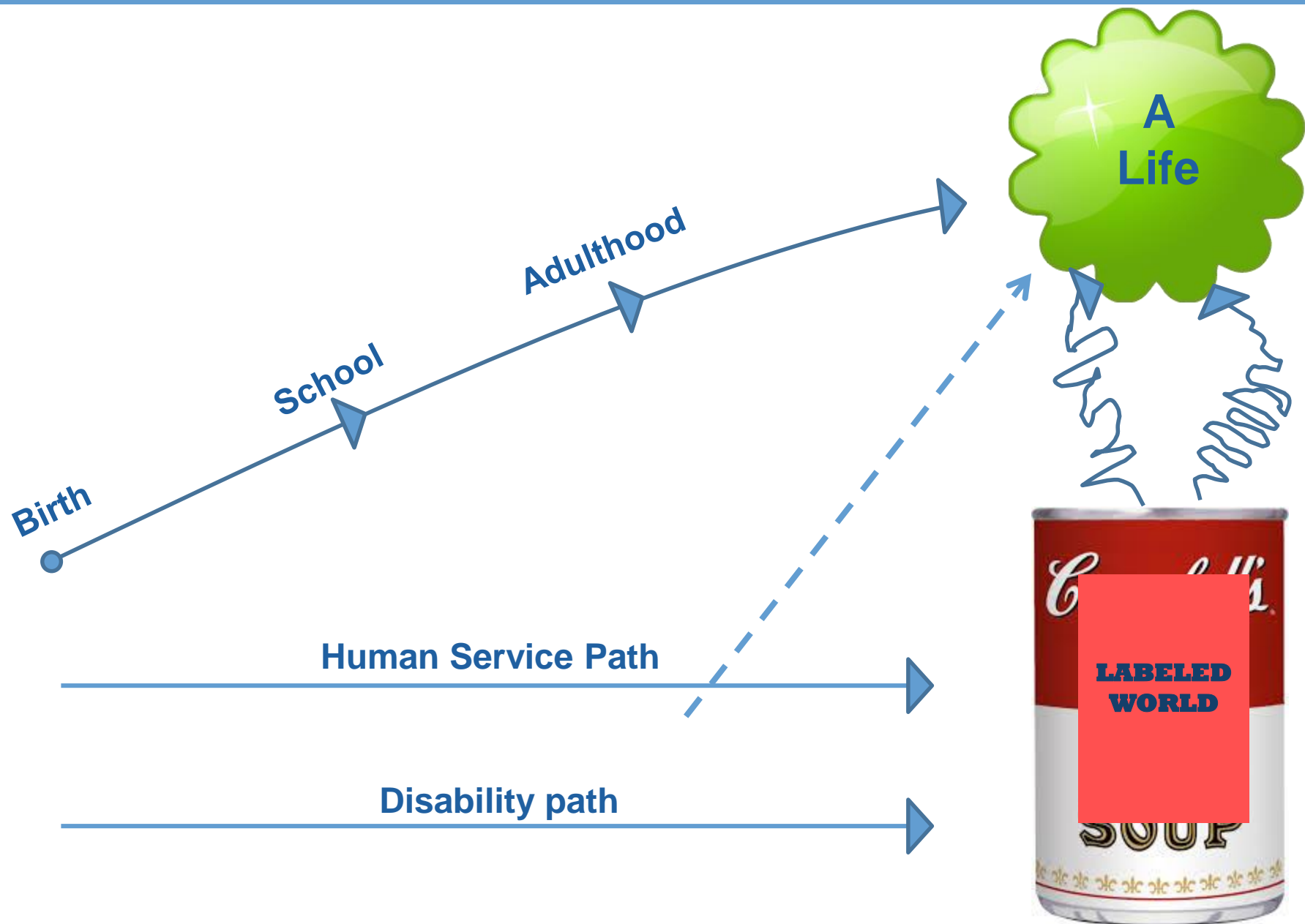
Governance by Policy Setting

Background

- Governance by Policy model
- Based on the work of John Carver who sets out many principles and recommendations.
- Washington Council adopted the Governance by Policy model in 1998.
- Adapted to our use.

Two Major Tasks in any (Healthy) Organization

Governance

Management

What we want to be
Where do we want to go

Making it happen

Governance vs. Management

Governance

?

Management

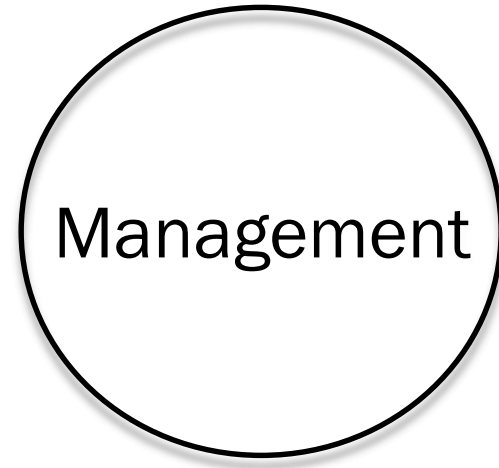Easy to mix up.
Most of us know and are
more comfortable with Management.

Governance by Policy:
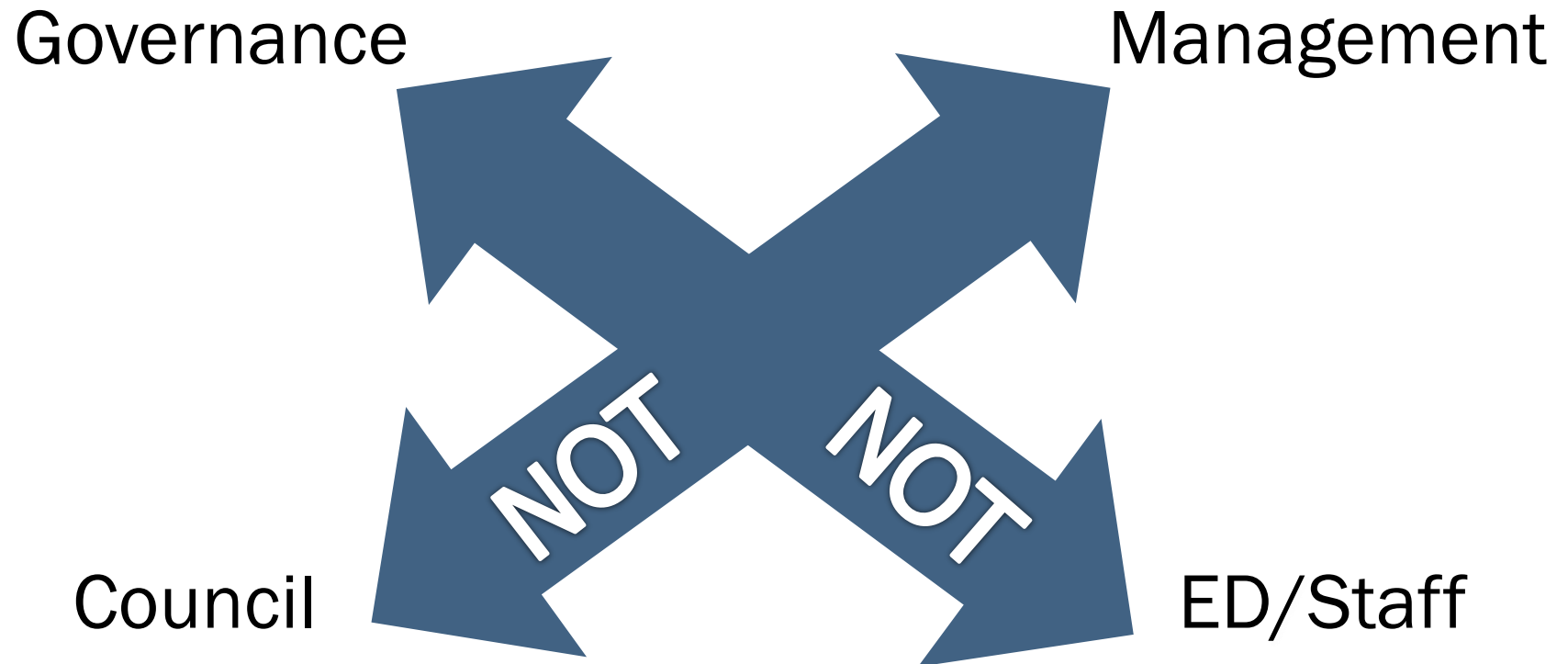# Works on a fundamental assumption

Governance

Management
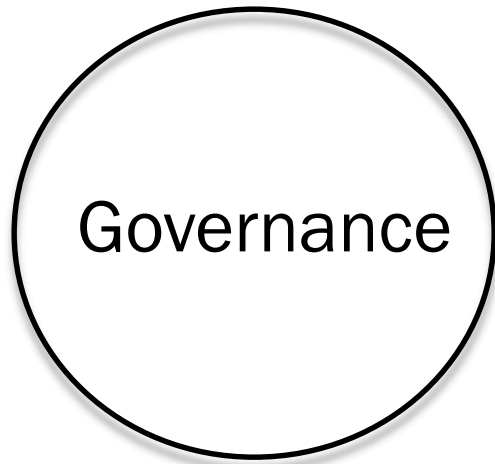
Responsibility
of the Council

Responsibility
of the Exec. Director/Staff

Top Commandment:
We shall not mix up these roles

Governance   Management

NOT   NOT

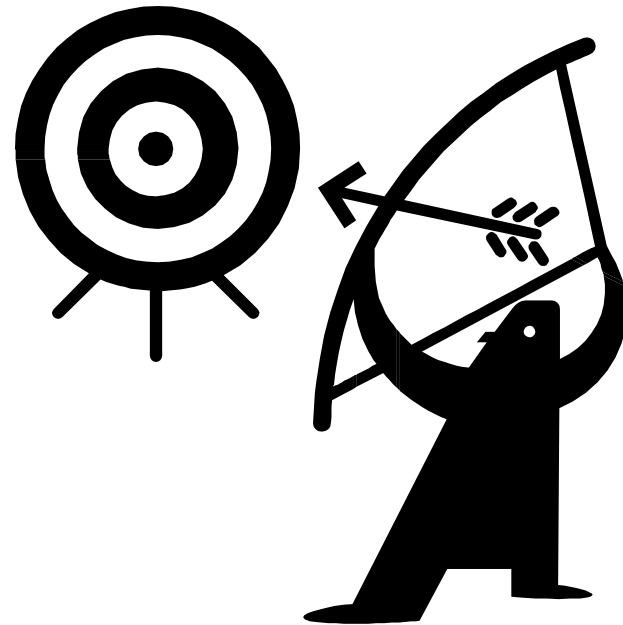Council   ED/Staff

Governance by

- Establishing Ends

- Establishing Means

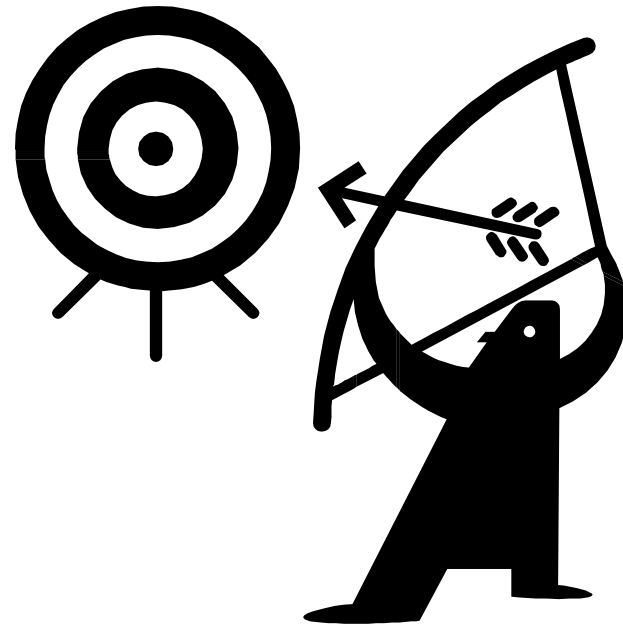- Establishing Relationships

Policies

"Ends Policies"
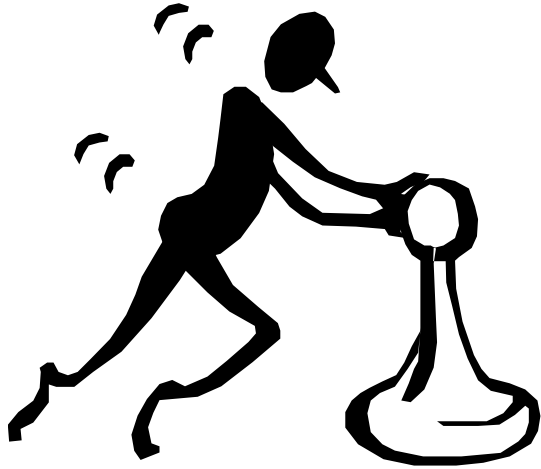
The big
picture
goals

"Ends Policies"

A life of:

Independence

Productivity

Self-determination

Integration/Inclusion

"Means Policies"

How do we get

to the ends:

- Outcomes and performance measures
- Resource allocation
- Public Policy agenda/policy positions

Outputs

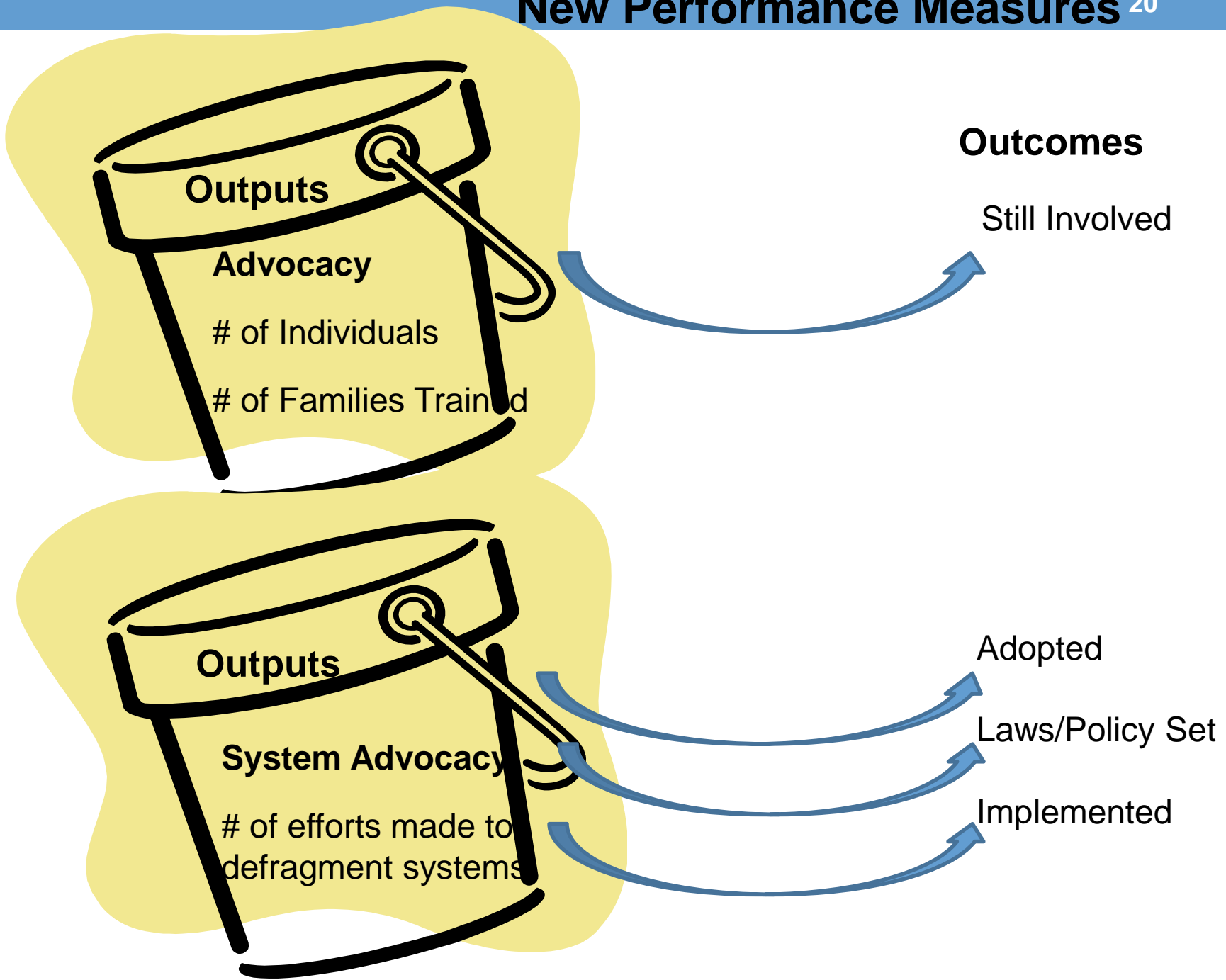**Advocacy**

# of Individuals

# of Families Trained

Outputs

System Advocacy

# of efforts made to defragment systems
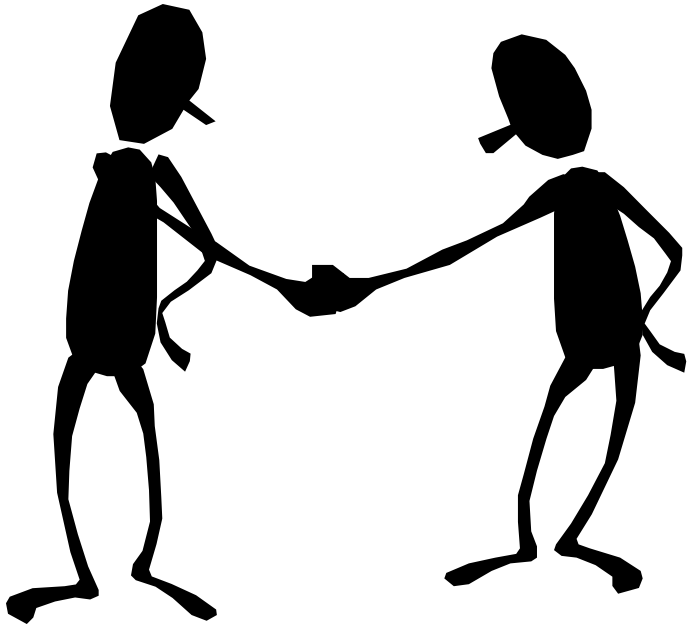
Outcomes

Still Involved

Adopted

Laws/Policy Set

Implemented

Relationship Policies

- ▪ Council to Stakeholders
- ▪ Member to member
- ▪ Council to Executive Director

# Relationship Policies - Council to Stakeholders

- Values of the state

- Issues individuals & families have

- What can we learn

- Resources and resourceful people in local communities

Relationship Policies – Member to Member

- What to expect from each other?
- Resolving disputes
- Responsibility to be involved; prepared to participate

Relationship Policies – Member to Member

- Where do members want organization to go/be
- Keep touch with history and core values of the organization
- Keep the two way street open
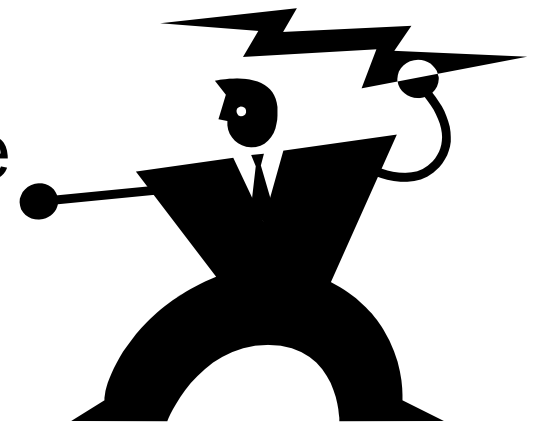
Relationship Policies – Board to E/D

Spells out management parameters:

- What you want CEO to do in carrying out management and what you don't want done.

- Written down; clear and concise, everyone knows it.

- Accountability

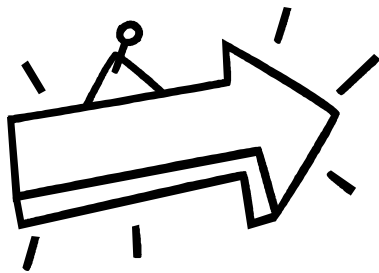 - evaluation of performance
  - monitoring
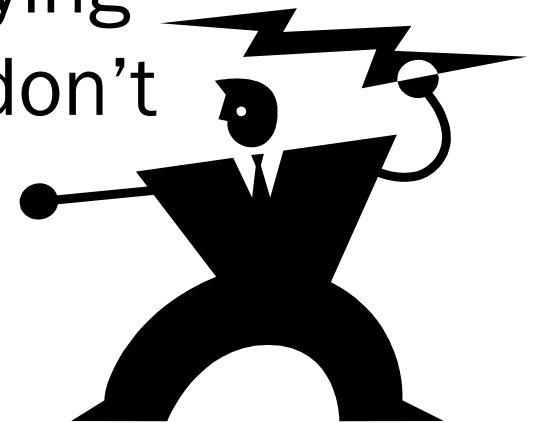
Governance

- Focused on vision; the big picture
- Is a state of art; not just a new way of organizing
- Asks you to keep focused
  - On the whole
  - On stakeholders
  - On the future

Governance Recap

- The tasks and responsibilities to establish, monitor and evaluate the
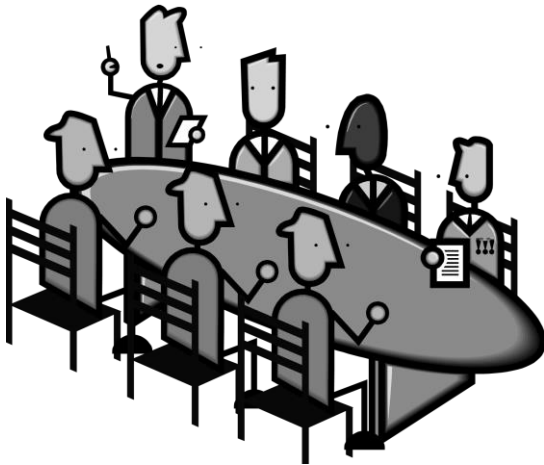
policy direction

of the organization

Governance Means setting policy priorities

- Working as a unified body
- Speaking with one voice
- Listening to the stakeholders
- Maintaining the passion that underpins your mission

Board Role

Board decides how narrow/broad relationship policies are

- Principal: start broad and work your way in until you are comfortable.

- Speak with one voice & expect the Ex. Director to follow the one voice.

- Write it down, especially if you are going to evaluate performance against it. (Policy 301)
- Spell out your evaluation process
  - State plan performance
  - Council governance performance
  - Executive Director performance/My job description

Remember the role is Governance.

Council hires & supervises the Executive Director

Executive Director in turn hires staff within the number and types as determined by the Council.

Management

- Implements the policy direction of the board
- Responsibility to act within the policies
- Accepts the delegation from the board
- Accountable to the board through:
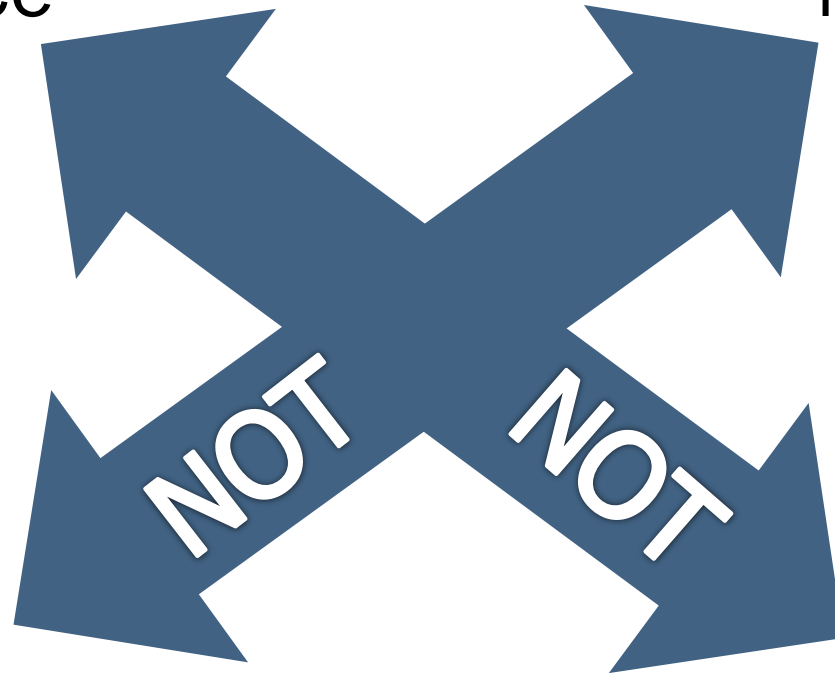 - Reports
  - Supervision
  - On-site oversight

Top Commandment:
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Governance   Management

NOT   NOT

Council   ED/Staff

Council Determines – CEO/Ex. Director/Staff

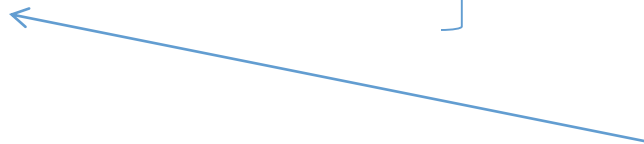- What you want done
- What you don't want done
- Accountability

Implement

Evaluate

Feedback to Council

Example

Council decision | Ex. Director/Staff implement by

1) Performance measure
   X in state plan
2) What are the outcomes
3) Amount of resources
4) Contracted out or
   performed by staff
5) Reporting

a) Allotting the funding
b) Procuring contractor
c) Supervise the project
d) Reporting back to Council

Governance by Policy:
Works on a fundamental assumption

Governance

Management
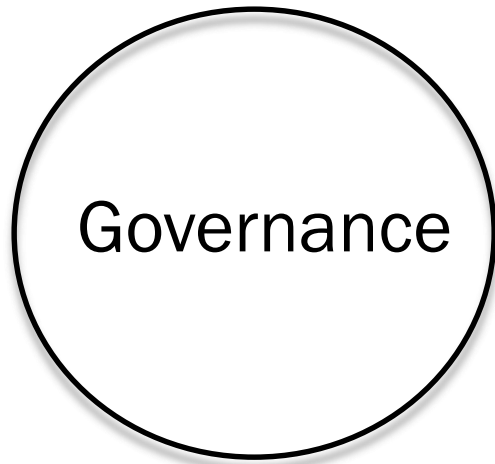
Responsibility
of the Council

Responsibility
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Questions?

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